

# Neighborhood /

THE MODEL CITIES MONTHLY NEWSPAPER

FREE COPY  
AUGUST, 1969  
NEWARK, N. J.

## Model Cities Election Thursday, 27 Council Seats at Stake

Story on Page 3

### NEWARK NEEDS MODEL CITIES

The alarm came at night, while the family slept. The wooden building burned fast with smoke choking through the bedrooms before parents could get through. Luckily, the firemen got there in time. This child and his family were saved. The Model Cities Program goal is to make the neighborhood and all its homes safe places in which to live.

The Model Cities area is one that combines the deepest problems with the least prior planned treatment and offers the clearest opportunity for success. Its central location also insures that success in the Model Neighborhood will have a dramatic effect on large portions of the rest of the city.

It includes 80,000 persons, about 20 percent of the city's population, and a balance of Negro and white families while also encompassing Newark's largest single concentration of Puerto Rican residents.

The Model Neighborhood also crosses political ward boundaries, touching parts of the North, West and Central Wards, and is adjacent to an area in neighboring East Orange which houses similarly complex and changing problems.

In short, the Model Neighborhood is a miniature replica of Newark, offering a wide variety of challenging problems and possibilities. If the Model Neighborhood area can be turned around, so can the rest of the city.

(Story on Page 4)



## The First Year Action Projects

Story on Page 5

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# Model Neighborhood Election Districts



## Do You Live in the Model Neighborhood? If so, Here's Where and How — to Vote

To vote in the Model Neighborhood election on Thursday from 8:00 A.M. to 8:00 P.M. you must be at least 18 years old and a resident of the area, shown on the map above. Each voter must vote in the district in which he lives. No registration is required, but residency needs to be proved at the voting machine. A valid driver's license, voter registration card, a current gas or electric bill or any other personal identification will be enough to prove residency.

The election, using regular voting machines, will be supervised by the Honest Ballot Association, a national organization specializing in conducting neighborhood and union elections.

Voters this year will be voting for two persons in their district, except in District One, where due to the death of Mr. Silas Hogan, three seats are vacant. Those elected will serve two year terms. Polls will be

open 8:00 A.M. to 8:00 P.M. on Thursday. The district polling places are:

### DISTRICT 1

So. 17th St. School, 619 So. 17th St.

### DISTRICT 2

Fifteenth Avenue School, 557—15th Avenue

### DISTRICT 3

So. 10th Street School, 514 So. 10th Street

### DISTRICT 4

St. Ann's Church, 376 So. 7th Street

### DISTRICT 5

Greater Bethel Baptist Church, 305 Morris Ave.

### DISTRICT 6

Hudson St. School, cor. Hudson and Warren Sts.

### DISTRICT 7

The Boys Club, 161 Littleton Avenue

### DISTRICT 8

Words of Life Baptist, 159 12th Avenue

### DISTRICT 9

St. Barnabas Episcopal, Sussex Avenue and West Market Street

### DISTRICT 10

Sussex Avenue School, 307 Sussex Avenue

### DISTRICTS 11 and 12

Columbus Homes, 112—8th Avenue

### DISTRICT 13

Franklin School, 42 Park Avenue

### VOTER ELIGIBILITY

Voters must be 18 years or older and prove their residency in the Model Neighborhood. NO pre-registration is required.

# Neighborhood

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Vol. 1, No. 1, Newark, N. J.

NEIGHBORHOOD is a publication of the Community Development Administration, Office of the Mayor, City of Newark, N. J., with the assistance of the Model Neighborhood Council of the Newark Model Cities Program.

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Director

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Director of Human Resources

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LOUISE EPPERSON  
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LOUIS A. GARRUTO  
OSCAR GERARD  
ANA HERNANDEZ  
VERNER HENRY  
SILAS HOGAN (dec'd)  
JENKINS HOLMAN  
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JAMES JACKSON  
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DWIGHT SMITH  
ROBERT SMITH  
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DENNIS STATER  
SAMUEL STUBBS  
ALICE TOWNSEND  
ANDREW TURNER, JR.  
AUBREY VOLIOUS  
JAMES WADE  
PHYLLIS WASHINGTON  
LEVIN B. WEST  
EILEEN WILLIAMS  
ANDREW WILSON  
EUGENE B. WILSON

# Election Set for Thursday, 27 Council Seats at Stake

The second annual Model Cities election will be held Thursday, August 21. Residents of the Model Neighborhood will go to the polls in 13 separate election districts to elect 27 members to the 52-member Model Neighborhood Council.

Twenty-six of those elected will serve two-year terms under the staggered term system adopted last year. The 27th seat became vacant upon the death of Council member Silas Hogan. The candidate elected to fill his seat in Voting District One will serve for one year, the unexpired term of Mr. Hogan.

Some 60 candidates will battle for the vacant seats.

Candidates had to gain 20 signatures on nominating petitions to get on the ballot if they did not live in the district.

All candidates must be at least 18 years of age and must live in Newark.

The election, at 13 polling places listed on the opposite page, will be held from 8 a.m. All residents of the Model Neighborhood are eligible to vote. No Registration is required but personal papers proving residency must be shown.

The Model Neighborhood Council is the citizen participation unit in the Model Cities Program.

Unlike other cities where such units are advisory, the Newark Model Neighborhood Council shares a veto over Model Cities programming with the Community Development Administration, the city agency charged with responsibility for administering the program.

Citizens elected to the Model Neighborhood Council are entitled to a maximum of \$600 reimbursement per year for attendance at no less than 60 meetings a year.

During the first planning year, citizens serving on the Model Neighborhood Council frequently attended meetings two and three times per week.

## THE CANDIDATES

Name	Dist.	Name	Dist.
John Byrd	1	Chas. W. Singletary	6
Alvin L. Curry	1	Harold Wilson	6
Nancy L. McLemore	1	Marie Brickus	7
William Moss Jr.	1	Richard J. Davis	7
Mary Smith	1	Retha Perry	7
James Wade	1	Bernard Ransom	7
Calvin Bell	2	Lawrence Sheppard	7
Simon Bradley	2	Sallie A. Thompson	7
Easter Coleman	2	Murray Visco	7
I.a Johnson	2	Joseph Walker	7
Carrie Lassiter	2	Dow Richard Wright	7
Prudolph Sherard	2	Irene Barnes	8
Aubrey Volious	2	Chas. D. Brown Sr.	8
Eva Co'leman	3	Dolores A. Cagnina	8
George Hine	3	Wiley P. Crawford	8
Lonzy C. McCarey Sr.	3	Harold E. Ford	8
Esther Sly	3	Edward Loftin	8
John R. Taliaferro	3	Willie Ryles Jr.	8
Bobby Wright	3	Annie W. Smith	8
Mary L. Avery	4	Ronald Woodford	8
Calvin Baskerville	4	Robert D. Woods Sr.	8
Isaac Ike Gary	4	Robert S. Jackson	8
Dorothy J. Cole	4	Sally G. Carroll	9
John W. Coxson	4	Lincoln P. Cooke	9
Lee G. Davis	4	Norman W. Gaskins	9
William Ho'man	4	Reginald DuVaier	9
LeRoy B. Washington	4	William Smith	9
Courtney A. Weekes	4	Alexzina W. Brown	10
Esta Williams	4	Hattie Brown	10
James Adams	5	Robert Mathis	10
Beaile Campbell	5	Aneatha M. Todd	10
Joshua Fennell	5	Norman Hopkins	11
Theodore Hayes	5	Anthony Peronti	11
Johnnie M. Robinson	5	Richard C. Rogers	11
Earlene Provit	5	Rosa L. Gray	12
Ollie Sasser	5	Priscilla Lacy	12
David A. Barnes	6	Samuel Tucker	12
Burton W. Cook	6	Angelo Rodriguez	12
Ralph A. Dunn	6	Eisie Stevenson	12
Me'ven Glenn	6	Ramon Colon	13
Frank T. Hunt	6	Louis A. Garruto	13
Zain Matos	6	Ralph Matarazzo	13

Wednesday's election will be supervised by the Honest Ballot Association, a national organization which has conducted many union and neighborhood elections across the United States.

Last year, in the first annual election, more than 5,000 persons turned out to choose from among 250 candidates. Honest Ballot Association officials termed it the most successful neighborhood election ever held.

## How the Planning Gets Done

Policy determination for Newark's Model Cities program is shared by the 52-member Model Neighborhood Council elected by residents of the target area, and the Community Development Administration which is an agency of the Mayor's Office. On matters of major program policy, funding arrangements and contracts, the Municipal Council also must act.

The Model Neighborhood Council meets twice each month, sets its own rules of procedure and elects its own officers, initiates and reviews programs, appoints representatives to the seven planning task forces from among its own members, and reviews program and procedural recommendations from each task force.

Between Model Neighborhood Council meetings, primary responsibility for Model Cities planning in Newark rests with seven task forces — one each in the broad areas of Neighborhood Improvements and Services, Housing and Relocation, Health, Social Services and Income Maintenance, Law and Public Safety, Education, and Employment and Economical Development.

The voting members of each task force

come from the 52-member Model Neighborhood Council, with appointment of each Council member based on his own choice among the seven task forces, subject to approval by the full council.

In addition, the director of the Community Development Administration appoints non-voting task force members from among leaders of organizations and agencies which have specialized knowledge and experience in the various planning areas. Each task force has a budget which it uses to hire consultants and secretarial assistance. And the Community Development Administration provides staff and other resources.

Meeting weekly and in some cases more often throughout the planning year, each task force determined problems and causes, goals and program approaches, strategy, five-year objective and fiscal needs, and first-year action projects in its respective area. These were the steps required to put together the three-part Model Cities Comprehensive Plan, for which Newark is now awaiting federal funding.

# The City and its Citizens Partners for Progress

The purpose of the Newark Model Cities program is not to build a gilded ghetto, siphon off aid from other needy areas or promise progress that may never come.

It is, instead, our goal to attack the sense of victimization and depression which marks many citizens of the Model Neighborhood as a result of their very real lack of rootedness—of belonging to a coherent community.

The City and its citizens planning together in this program have determined that rootedness—belonging—is closely related to the degree of productivity of Model Neighborhood residents, for without the ability and opportunity to become a productive human being, personal and family independence is impossible and long-term public support a necessity.

Since we prefer independence to support, we hope to use the Model Cities program to produce better ways of carrying out local responsibilities and provide better individual ability and opportunity to become self-sufficient. We plan to do this through a strategy of utilizing public funds on a short-term basis primarily to "trigger" changes and programs which can become self-supporting or maintained on a long-term basis at the local level.

All this we encompass in a single, broad goal and that is to improve the quality of life for the men, women and children who live in our Model Neighborhood.

In our planning, we viewed Model Cities not as a program, but as a new way of doing business. We lived by the promise of the federal and state governments to establish a system of attaching priority to our plans and programs without cutting support for other needy areas.

For if the Model Cities Program is not a system for establishing priorities, if govern-

mental units do not accept that Model Cities designation requires additional funding and special priority, then our program and the national program will fail.

In short, we trust the pledge that Model Cities is not a lie and we wait with interest to see if that trust will be justified.

In establishing our own program, it was clear that to be effective our planning needed two things: a basic perspective—the eyes and mind of the program—and a set of windows and screens through which to see and to sort out our problems and priorities.

Perspective or point-of-view was established through a decision to forge a planning partnership between city and citizens, between government and community.

This was accomplished through the election of a 52-member Model Neighborhood Council, an election in which nearly 6,000 voters participated, and the establishment of a joint planning veto between the Council and the Community Development Administration, the agency in the Office of the Mayor charged with responsibility for the Model Cities program.

CDA and its Council, working through a system of planning task forces, were set by the implications of the joint veto to working together openly and with mutual respect.

Together, we viewed our goals, approaches and projects through the following windows or strategy screens:

First, did the goal, approach or project exert a substantial thrust at producing an improved quality of life in the Model Neighborhood.

Second, was the goal, approach or project feasible?

Other considerations, to which somewhat lesser weights were assigned were:



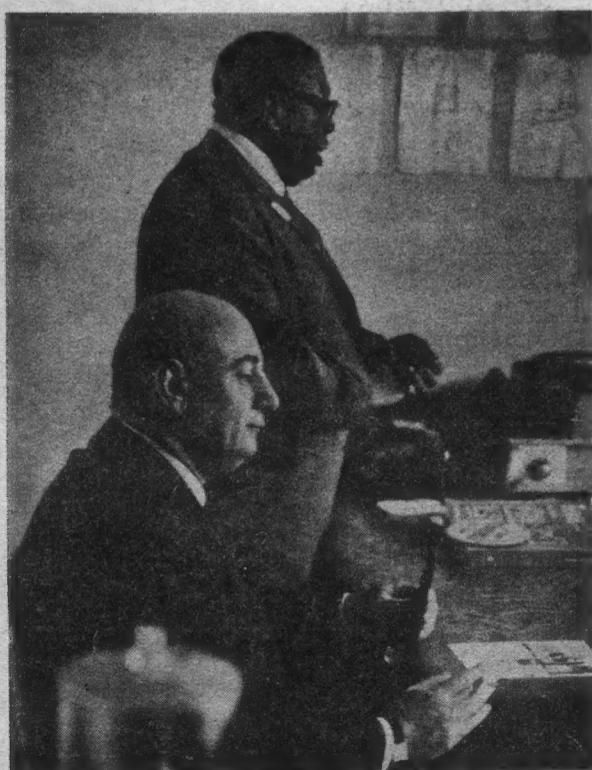
The Model Neighborhood Council—52 members elected from the neighborhood — listen to Thomas L. Parks at one of their regular Council meetings.

First, did the goal, approach or project help produce better inter-group relations in this most complicated neighborhood?

Second, did the goal, approach or project contribute to improved relations between residents and local government and other institutions serving the Model Neighborhood?

Finally, did the goal, approach or project help improve the ability of government and other institutions to serve not only the Model Neighborhood but other areas of the city with equally pressing needs and problems?

It was with this joint citizens-government point-of-view, enforced by joint veto, and with this strategy screen that planning proceeded and our Model Cities program developed.



City officials led by Mayor Hugh J. Addonizio held up their end of the partnership.

## Model Cities Relocation Policies and Requirements

- No family or individual may be displaced from its residence by a capital project or activity included in a program until that individual or family has chosen and has acquired the present right to occupy suitable relocation housing or has refused a reasonable choice of identified suitable relocation housing.
- Program displacement must not result in a permanent reduction in the supply of low-and moderate-income housing within the City. The first year's action program is detailed with respect to the city's efforts to increase the housing supply in these categories.
- Business concerns and non-profit organizations displaced by projects or activities included in the program must be provided with services and assistance to aid in their satis-
- factory re-establishment.
- Model Cities Program displacement occurring simultaneously with substantial displacement elsewhere in the city may place severe strain on the city's supply of low-and moderate-income housing. The CDA must coordinate its program to the maximum extent feasible with other activities causing displacement in the city to avoid competition for the same housing units.
- The relocation plan is an essential component of the Comprehensive City Demonstration Program.
- The relocation process should contribute to the creation of a well-balanced city through the provision of maximum opportunity for choice in housing to minority group families and individuals displaced as a result of the program.

# \$51 Million Model Cities Plan Submitted

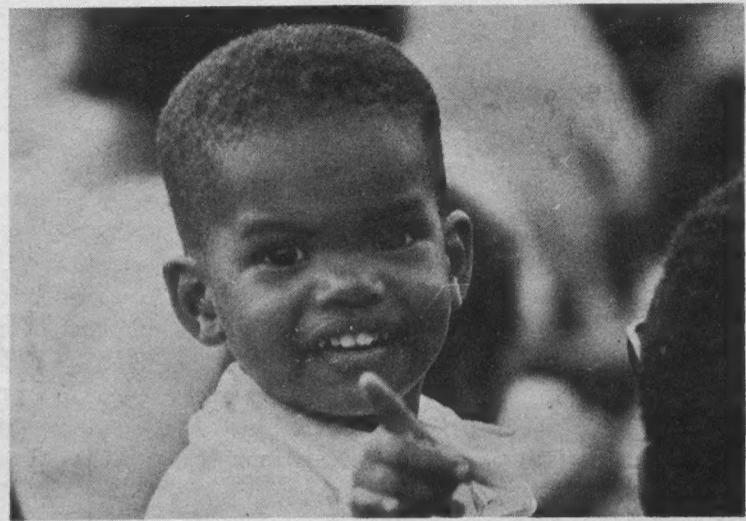
The \$51 million program described on this page was submitted to the federal government last month. With normal time lag for negotiations and required federal adjustments, the program should be approved by late this month or by the end of September at the latest.

The timetable for the Model Cities program is designed to be realistic and to avoid the false promise of instant change which has burdened so many programs in so many cities in the past.

The city's preliminary applications were submitted early in 1967. Designation of Newark as one of 75 areas to take part in the first-round of the program came in November, 1967.

The program is ready for action now. The planning process, involving government approval and the normal course of federal checking and re-checking, was completed in July.

In addition, various other programs which are vital to the Model Neighborhood but which are funded by separate agencies and sources have already been started and will continue to serve and be enlarged throughout the Model Cities timetable.



This lad's future, and the future of all Newark residents, is tied closely to the success or failure of the Model Cities program.

## First Year Action Projects Ready to Go

The first year program submitted to the federal government involves some 100 projects for improving the Model Neighborhood now. Here is a summary of key first year projects:

### HOUSING

- \$20 million for 1,000 new units on two (2) existing cleared renewal sites
- \$10 million for an additional 500 units on west pocket sites scattered through the Model Neighborhood
- \$500,000 for the creation of two (2) neighborhood-based corporations, one for new housing and the second for rehabilitation
- \$875,000 for air-rights development and use of pre-fab housing component systems

### NEIGHBORHOOD IMPROVEMENTS AND SERVICES

- \$10 million for initiation of renewal activities to replace some 1,000 deteriorated buildings, and to conclude two (2) redevelopment projects now in execution in the Model Neighborhood
- \$1.1 million to initiate a concentrated code enforcement program, demolish abandoned buildings and conserve housing in good condition

### HEALTH

- \$70 million for initiation of construction of New Jersey College of Medicine and Dentistry, with a university hospital, as college opens sessions in temporary quarters in core of the Model Neighborhood
- \$7.4 million to establish a comprehensive general physical, dental and mental health facility in conjunction with the College to serve Model Neighborhood residents
- \$1.2 million for comprehensive rodent and pest control program including neighborhood cleanup, education, training, code enforcement and extermination
- \$820,000 for a new program to develop and coordinate resources for treatment of narcotic addiction and alcoholism
- \$378,000 to initiate coordinated health planning and training and prepare development

### Summary Budget

Category or Activity	Supplemental Funds	Other Funds
Neighborhood Improvement (Including renewal activity)	\$ 700,000.	\$25,273,000.
Housing and Relocation	700,000.	1,344,000.
Social Services	500,000.	3,371,000.
Law and Public Safety	500,000.	2,921,000.
Education	1,000,000.	5,823,000.
Health	500,000.	4,552,000.
Employment and Economic Development	500,000.	2,694,000.
Evaluation	160,000.	—
Continued Planning and Urban Design	500,000.	100,000.
Administration	500,000.	100,000.
Other	94,250.	—
Sub-Total	\$5,654,250.	+\$46,184,000.
Total		\$51,838,250.

\*This summary budget includes only projects funded either fully or partially by supplemental grant funds, new projects developed in other categories as a result of Model Cities planning or projects significantly changed as a result of Model Cities planning. It does not include an additional \$30 million in housing construction investment expected in the first year, some \$15 million in on-going welfare and other social service costs, some \$50 million in on-going local, state and federal costs for schools and neighborhood services, \$70 million for construction of the New Jersey College of Medicine and Dentistry, \$20 million in additional hospital construction and \$15 million in on-going health service costs.

of network of neighborhood health centers

### LAW AND PUBLIC SAFETY

- \$2.15 million for police aides, auxiliary police, cadet and trainee programs, storefront community relations and improved public housing protection
- \$350,000 for two half-way houses for juvenile offenders
- \$600,000 for police administrative and operations systems improvements, with emphasis on system designs for centralized police headquarters to be built in the Model Neighborhood
- \$1.3 million for police and emergency services command and communications center

### EDUCATION

- \$5 million for construction of two (2) new schools in the Model Neighborhood in the first action year, with three (3) schools and \$19 million planned for the second year
- \$800,000 for a Model Schools program utilizing funds to reduce urban-suburban cost-per-pupil differential at five (5) Model Neighborhood elementary schools
- \$200,000 for a concentrated program at a Model Neighborhood high school to find and help likeliest dropouts
- \$200,000 for a variety of projects to improve techniques and understanding among teachers, students and parents at all Model Neighborhood schools

### EMPLOYMENT AND ECONOMIC DEVELOPMENT

- \$9 million for construction of new skills center, to be operated by the Essex County Vocational Board, in the Model Neighborhood
- \$100,000 to expand Neighborhood Youth Corps
- \$100,000 to establish a sub-center and expand services of TEAM, the local Concentrated Employment Program, in the Model Neighborhood
- \$1 million for creation of Land Bank
- \$150,000 to create neighborhood based training and development corporation

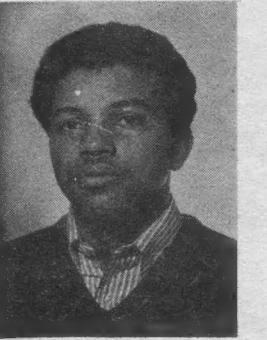
### SOCIAL SERVICES AND INCOME MAINTENANCE

- \$350,000 to open two (2) major multi-service centers with four (4) storefront satellites attached to each
- \$200,000 for a youth development program aimed at reaching 12 to 20-year olds
- \$3.3 million for a wide variety of programs emphasizing help for unwed mothers, family counseling, day and foster care for children, homemaker services, senior citizens, recreation and leisure time programs and art and culture

# The Model Neighborhood Council — The Men and Women Elected to Serve



**TERRY RICHARDSON**  
Council Co-Chairman



**JUNIUS WILLIAMS**  
Council Co-Chairman



**Hon. ANTHONY IMPERIALE**  
Council Vice-Chairman



**HATTIE BROWN**  
Council Vice Chairman

The Model Neighborhood Council represents the citizens of the target area in planning and decision-making in the Model Cities Program. The 52 members were elected last summer when 6,000 persons came out to vote in a neighborhood election called by federal officials the most successful in the nation. Half the council was elected for two-year terms, the rest of the seats—26—are open in the election scheduled for Wednesday. The Council insures that the voices of the citizens are heard clearly. The Council carries the power to veto the programs the neighborhood doesn't want as well as approve those it does.



52-member Model Neighborhood Council forged citizen plans for housing construction like this low-income site on Sussex Ave.



**Rev. HARRY SPELLMAN**  
Council Vice Chairman



**DOROTHY COLE**  
Employment & Economic  
Development



**ANTHONY COUZZI**  
Housing & Relocation



**JEWEL DANIELS**  
Social Services &  
Income Maintenance



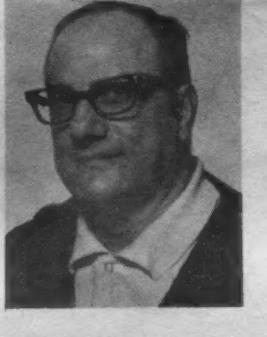
**JUAN FLORES**  
Education



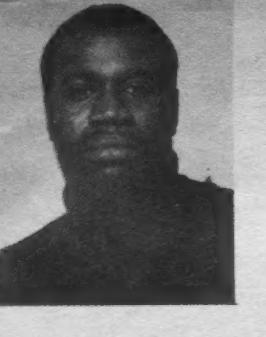
**ANA HERNANDEZ**  
Social Services &  
Income Maintenance



**EUGENE JOHNSON**  
Health



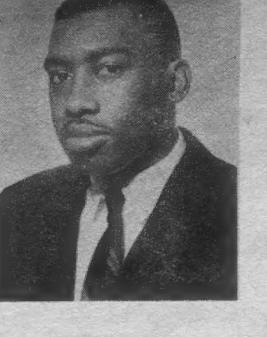
**RALPH MATARAZZO**  
Education



**JERRY O'NEIL**  
Education



**DWIGHT SMITH**  
Employment & Economic  
Development



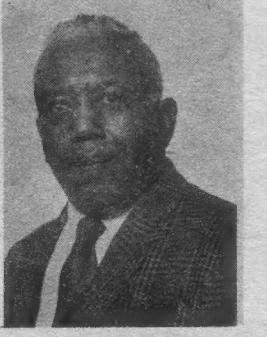
**ANDREW TURNER, Jr.**  
Health



**EILEEN WILLIAMS**  
Education



**MARY AVERY**  
Health



**LINCOLN COOKE**  
Neighborhood Improvements  
& Services



**Rev. J. C. CRAWFORD**  
Law & Public Safety



**MARTHA DANIELS**  
Housing & Relocation



**LOUIS GARRUTO**  
Health



**SILAS HOGAN**  
In Memoriam  
1908 - 1969



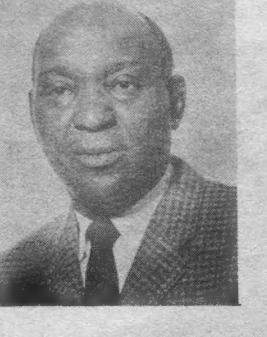
**GARY LANGSTON**  
Law & Public Safety



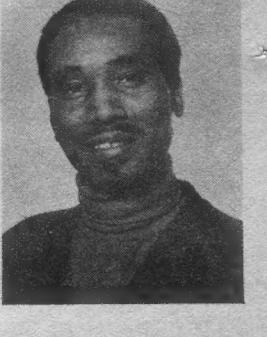
**ZAIN MATOS**  
Law & Public Safety



**RAMON PEREZ**  
Housing & Relocation



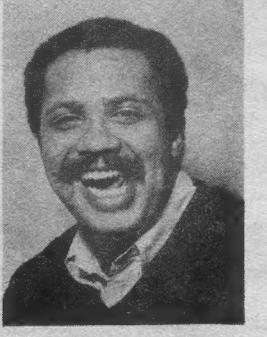
**ROBERT SMITH**  
Neighborhood Improvements  
& Services



**AUBREY VOLIOUS**  
Employment & Economic  
Development



**SALLY CARROLL**  
Employment & Economic  
Development



**RICHARD COUCH**  
Education



**WILEY CRAWFORD**  
Housing & Relocation



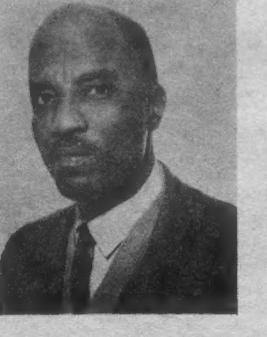
**LOUISE EPPERSON**  
Law & Public Safety



**VERNER HENRY**  
Law & Public Safety



**JENKINS HOLMAN**  
Law & Public Safety



**LONZY McCAREY, Sr.**  
Neighborhood Improvements  
& Services



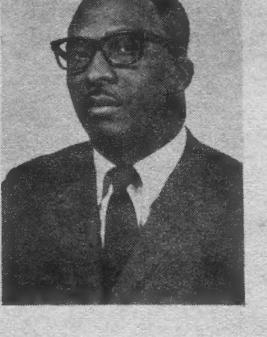
**DAVID MORRISON, Jr.**  
Housing & Relocation



**WILLIE RYLES, Jr.**  
Social Services &  
Income Maintenance



**DENNIS STATED**  
Health



**Rev. JAMES WADE**  
Employment & Economic  
Development



**Rev. EUGENE WILSON**  
Health

## NOT SHOWN

**GLORIA DEL TORO**  
Council Vice Chairman

**JOHN COXON**  
Employment & Economic  
Development

**OSCAR GERARD**  
Social Services &  
Income Maintenance

**JAMES JACKSON**  
Employment & Economic  
Development

**JUAN SANTOS**  
Housing & Relocation



**SAMUEL STUBBS**  
Health



**PHYLLIS WASHINGTON**  
Education



**REV. LEVIN WEST**  
Social Services &  
Income Maintenance

# Lo Que Son Y Su Razon De Ser

**Objetivos "Amplos":** El programa de las Ciudades Modelo tiene por finalidad concentrar los recursos publicos y privados en un amplio programa de cinco años destinado a combatir los problemas sociales, economicos y materiales de los barrios bajos y retrasados.

**Satisfaccion de las Necesidades Humanas:** El programa de las Ciudades Modelo se propone, no solo mejorar las condiciones materiales de los vecindarios, sino tambien mejorar sustancialmente las vidas de sus residentes. Se espera que el programa elevara en forma sustancial los niveles de vivienda, educacion, sanidad y tratamiento medico, empleo y capacitacion para el trabajo, ingresos y servicios sociales en el barrio modelo.

**Relaciones entre los Programas:** Los problemas del barrio modelo no pueden ser considerados separadamente, sino en la correlacion que tienen entre si y con los problemas y fuerzas que se producen fuera de la zona. ?Hasta que punto, la educacion y el transporte inadecuados contribuye al desempleo? ?Hasta que grado la vivienda inapropiada contribuye a la mala salud? Para poder afrontar estos problemas multiples, es necesario coordinar entre si las actividades encaminadas a mejorar la salud, la educacion y otras condiciones.

**Participacion de los Particulares:** Los vecinos del barrio y de la ciudad en conjunto (incluyendo los sectores laborales, comerciales y otras agrupaciones civicas de la comunidad) deben participar en la identificacion de los problemas, la planificacion y la ejecucion del programa. A fin de asegurarles una funcion significativa en le mejoramiento y la renovacion de sus comunidades, los vecinos del barrio deben tener acceso claro y directo al proceso de formulacion de las decisiones en el programa de las Ciudades Modelo. Tambien debe darseles oportunidades maximas de empleo en los proyectos y actividades del programa.

**El Alcalde y el Gobierno Municipal:** El principal funcionario ejecutivo Alcalde y el organo gobernante electivo (Consejo Municipal) tienen a su cargo la responsabilidad del desarrollo local del programa de las Ciudades Modelo.

**Funcion de los Estados:** Los Estados administran diversos programas federales de asistencia—especialmente en materia de educacion, prevision social y sanidad—que son de vital importancia para los planes locales del programa de las Ciudades Modelo. Los Estados deben colaborar estrechamente con las ciudades a fin de adaptar esos programas a las necesidades del barrio modelo, aumentando los recursos cuando sea necesario y coordinando las actividades de los diversos organismos estatales. Los Estados pueden tambien facilitar asistencia tecnica a las ciudades, responder a las de modificaciones en la legislacion estatal y aportar recursos economicos a los programas locales.

**Alcance Metropolitano:** El programa de las Ciudades Modelo se encamina a mejorar la zona seleccionada y contribuir a un mayor bienestar y equilibrio en la ciudad y en toda la zona metropolitana. Debe tambien contribuir a un mayor desarrollo de las capacidad del gobierno local para afrontar problemas generales urbanos

existentes, cuando es posible, asi como a traves de nuevas construcciones.

**NO ES . .** un programa dirigido unicamente por los organismos del gobierno municipal, ni unicamente por los vecinos de los barrios. Dado que el programa depende para su exito de la mejora y coordinacion de servicios que corresponden en gran parte al gobierno municipal y a organismos privados, los vecinos no pueden dirigir el programa con independencia del gobierno municipal. Los particulares tienen, sin embargo, una funcion importante en la planificacion y ejecucion del programa, y pueden administrar ciertas partes del mismo.

**P. ?Que es una Ciudad Modelo?**

**R.** Cualquier municipalidad (ciudad o condado) seleccionada para recibir fondos para planificacion como primer paso de un programa de cinco años destinado a mejorar las condiciones materiales, sociales y economicas en una extensa zona retrasada. La seleccionada es conocida generalmente como barrio modelo.

**P. ?Cuales son algunas de las mejoras que pueden hacerse en el barrio modelo?**

**R.** Aumentar la existencia de viviendas nuevas y renovadas con una maxima amplitud de opcion en este aspecto para todos los ciudadanos, cualesquiera que sea su nivel de ingresos; mejor educacion, desde el nivel preescolar hasta el de adultos; mejor sanidad y servicios medicos; aumentar los niveles de ingresos, y mejorar los servicios de prevision y asistencia social; aumentar las oportunidades para el desarrollo economico, los empleos, y la capacitacion para el trabajo, mejor transporte, especialmente entre el hogar y el trabajo; reduccion del crimen y la delincuencia; y mejor ambiente fisico mediante servicios publicos y comerciales adecuados.

Dentro de estos objetivos basicos del programa de las Ciudades Modelo, la comunidad prepara un programa en que establece sus propios objetivos especificos destinados a satisfacer las necesidades mas urgentes del barrio de que se trate.

**P. ?De donde proviene el dinero para un programa de las Ciudades Modelos?**

**R.** Los fondos publicos provendran de programas federales de asistencia urbana, y de fuentes estatales y locales. Ademas, las inversiones privadas posiblemente aumentaran en forma sustancial en el barrio. Los fondos del programa de las Ciudades Modelo sufrian el 80 por ciento de los gastos de planificacion y administracion de los proyectos emprendidos dentro del programa. Dichos fondos pueden tambien obtenerse en forma de asignaciones complementarias. Esta asignaciones complementarias, que solo se pueden obtener previa aprobacion del plan de la ciudad para mejorar la zona seleccionada, pueden utilizarse en la forma que la ciudad estime conveniente, pero debe prestar especial atencion a las actividades de mas alta precedencia de su proyecto de barrio modelo que no esten usualmente financiadas por programas federales de asistencia existentes.



La Ciudad Modelo de Newark incluye el grupo mas grande de ciudadanos de habla Espanola de la ciudad.

analogos a los que se presentan en las zonas de los barrios modelo.

## EL PROGRAMA DE LAS CIUDADES MODELO

**NO ES . .** un remedio instantaneo para todos los problemas urbanos. El programa lograra indudablemente mejoras sustanciales en materia de educacion, vivienda, empleo y otras condiciones en las comunidades seleccionadas en un periodo de cinco años, pero no producira utopias urbanas.

**NO ES . .** sostenido totalmente con fondos federales. La mayoria de los fondos del programa provienen de nuevas inversiones de fondos privados, locales y estatales, de asignaciones otorgadas por programas existentes que cuentan con ayuda federal, y de una mejor utilizacion de los fondos que estan siendo invertidos en los barrios modelo.

**NO ES . .** una responsabilidad unica de ningun organismo federal o unidad gubernamental individual. Aunque la ley designa como organismo administrador a las Secretaria de la Vivienda y el Desarrollo Urbano, todos los organismos federales que administran programas sociales, economicos o fisicos comparten la responsabilidad respecto al programa de las Ciudades Modelo, al igual que los gobiernos estatales y locales.

**NO ES . .** un programa de eliminacion de barrios ruinosos, o de reconstruccion estrictamente fisica. El programa hace tambien hincapié en las satisfaccion de las necesidades economicas y sociales de los vecinos. El aumento de la existencia de viviendas adecuadas es uno de los objetivos principales, pero esto se alcanzara mediante la renovacion de unidades

# Model Cities Questions and Answers

**"Comprehensive" Approach:** The Model Cities program is designed to concentrate public and private resources in the comprehensive five-year program to attack the social, economic, and physical problems of slum and blighted neighborhoods.

**Meeting Human Needs:** The Model Cities program should not only upgrade the physical environment of the neighborhood, but improve significantly the lives of residents. The program is expected to raise substantially the levels of housing, education, health and medical treatment, employment and job training, income, and social services in the model neighborhood.

**Relationships between Programs:** Problems in the model neighborhood should not be considered separately, but as they relate to each other and to problems and forces outside the area. How do inadequate education and transportation reinforce unemployment, how does poor housing contribute to poor health? To meet these multiple problems, activities to improve health, education and other conditions must be linked to each other.

**Citizen Participation:** Residents of the neighborhood and the city as a whole (including labor, business, and other civic groups in the community) should have a hand in identifying problems, planning, and carrying out the program. To assure them a meaningful role in improving and rebuilding their communities, neighborhood residents must have a clear and direct access to the decision-making process in the Model Cities program. Residents should also be given maximum opportunity for jobs in the projects and activities of the program.

**Mayor and City Hall:** The principal executive officer (Mayor) and elected governing body (City Council) have local responsibility for the Model Cities program.

**Role of States:** States administer a number of Federal grant-in-aid programs—education, welfare, and health particularly—that are vital to local Model Cities programs. States should work closely with cities to relate these programs to the needs of the model neighborhood, increasing resources where necessary, and coordinating activities of various State agencies. States can also provide technical assistance to the cities, respond to needs for State legislative changes, and contribute financial resources to local programs.

**City-Wide:** The Model Cities program is designed to improve the target area and contribute to a more well-balanced, healthy city and metropolitan area. It should also further develop the capability of local government to deal with city-wide problems similar to those faced in model neighborhood areas.

## THE MODEL CITIES PROGRAM

**IS NOT . . .** an overnight cure for all the problems of the city. The program should certainly make substantial improvements in education, housing, employment, and other conditions in the target area in a five-year period, but it will not bring about urban utopia.

**IS NOT . . .** supported completely by Federal funds. The bulk of the funds for the Model Cities program comes from new investment of private, local and State funds, grants from exist-



It looks like fun, but a park and a pool would be better and safer.

ing federally aided programs, and better use of money already being spent in the model neighborhood.

**IS NOT . . .** the sole responsibility of a single Federal agency or unit of government. Although the law designates the U.S. Department of Housing and Urban Development as the administering agency, all Federal agencies, which administer social, economic, and physical programs share responsibility for the Model Cities program, as do State and local governments.

**IS NOT . . .** slum clearance or strictly physical rebuilding. The Model Cities program also emphasizes treating the social and economic needs of residents. Increasing the supply of adequate housing is a major goal, but this will come through rehabilitation of existing structures wherever possible, as well as through new construction.

**IS NOT . . .** a program to be run solely by neighborhood residents. Since a successful Model Cities program depends on improvement and coordinated delivery of services which are largely the responsibility of the city government and private agencies, residents cannot run the program apart from the city government. Citizens must, however, have an important role in planning and carrying out the program and may administer parts of the program.

## MODEL CITIES—WHAT AND WHY

### Q. What is a Model City?

- A. Any municipality (city or county) selected to receive planning funds as the first step of a five-year program to improve physical, social and economic conditions in a large blighted

neighborhood. The target area is generally known as the model neighborhood.

**Q. What are some of the improvements that may be made in the model neighborhood?**

A. Increased supply of new and rehabilitated housing with maximum choice of housing for all citizens of all incomes; better education, from pre-school through adult; improved health and medical services; increased income levels as well as better welfare and social services; increased opportunities for economic development, jobs, and job training; better transportation, particularly between home and job; reduced crime and delinquency; better physical surroundings through adequate public and commercial facilities. Within these basic goals of the Model Cities program, the locality plans a program that will meet the most urgent needs of the particular neighborhood.

**Q. Where does the money for a Model Cities program come from?**

A. Public funds will come from existing Federal urban aid programs and State and local sources. Moreover, the amount of private investment in the neighborhood should increase substantially. Model Cities funds pay for 80 percent of the cost of planning and administering a Model Cities program. Model Cities funds are also available in the form of supplemental grants. These supplemental funds which are available only upon approval of the city's plan for the improvement of its target area can be used as cities choose, but with special emphasis upon high priority activities in their model neighborhood program not usually provided for by existing Federal grant-in-aid programs.

**Q. What is so special about the Model Cities program if it only offers cities existing Federal grants, plus some extra Model Cities money?**

A. The Model Cities program seeks to help cities deal more effectively with the broad range of urban problems by giving them the technical and financial assistance to coordinate and concentrate public and private resources in a locally developed program. The unique features of the program are the supplemental grants to give the city greater flexibility in carrying out its program, the promise of a coordinated Federal response to local needs and the encouragement of a working partnership between city government and residents.

**Q. Will the Model Cities program mean that after five years the model neighborhood will offer the same benefits and the same opportunities as the city as a whole?**

A. Probably not. During the five-year period the city is expected to make as much progress as possible toward raising the quality of life in the model neighborhood to the levels of the rest of the city. However, the neighborhood is selected because it has some of the worst conditions in the city, and it may not be possible to accomplish all goals within a five-year period. On the other hand, the five-year program should make substantial improvements in the neighborhood, and establish the groundwork for continued progress.

# Safety Gets High Priority

Law and public safety were seen by members of the Model Neighborhood Council as one of their highest priorities.

Personal and environmental factors are the keys to crime, they found. Most of the other components in the program—such as housing, education, employment and social services—bear heavily on efforts to reduce crime, both city-wide and in the Model Neighborhood area and additional specific social programs designed to link with law enforcement activities need to be developed.

Despite many efforts, crime remains high, justice sometimes is uncertain and community relations, while greatly improved, remains an era of continuing concern.

Neighborhood deterioration, extremely high population mobility and steady inflow of unskilled and uneducated migrants, high unemployment, inadequate education, weakened family ties, persistent economic and social frustration and other social factors continue as the main obstacles to marked crime reduction.

Nevertheless, public safety must be assured or a Model Neighborhood is impossible.

The challenge is great, but the action program is designed to reduce the rate of crime in the Model Neighborhood, develop specific social services to link with law enforcement and other agencies, demonstrably ease area residents' concern for their safety, vastly broaden positive police-community contacts and utilize approaches, programs and equipment suitable for city-wide application.

Among the program approaches to reduce crime in the Model Neighborhood will be:

- Improve police operations and administration through expansion of motor and foot patrols to deter crime; expansion of the detective force to increase apprehension of offenders; provision of a modern centralized police headquarters equipped with technological improvements for reporting, records maintenance, communication, and general coordination of police activity.

- Modernize and restructure police personnel policies through study and revision of recruitment and training standards, with special attention to testing and evaluation of candidates; establishment of a new entering position of "police aide"; extension of the employee probation period; recruitment of minority group members and Model Neighborhood residents; emphasis on the study of minority-group history and culture; and provisions of further incentives for college level study.



Increased use of young police cadets and citizen trainees, such as this young man, now a full member of the Police Department, is part of the Model Cities plan.

## Unemployment Caused by Mobility

The Model Cities Task Force to reduce unemployment studied why unemployment continues to be a hard problem to beat. Here's what they found:

The persistence of unemployment in Newark is mainly a result of the continuing flow-through — a running river, not a pool — of a large, poorly educated and unskilled population mismatched in a high skill labor area. The fast local growth of the distributional and personal services industries, plus the direct effects of Federally and locally sponsored programs of manpower development, training, and placement, have helped significantly in dealing with the problem of unemployment. However, their total effect has been offset in part by certain concurrent changes.

There has been a steady exodus of light manufacturing industries from Newark during the past ten years and their replacement by expanding low employment warehouse, transportation, distribution and personal services activities. The former have been induced to move away because of high local taxes, the need to enlarge plant facilities — particularly one story type construction — and the present absence of available space in Newark for the purpose. Finally, an expanding trucking industry, competing with railroads, makes it possible for industry to move anywhere that labor is available. Most of the new industries and businesses developing in Newark require less manpower and more mechanical aptitude and literacy.

With an increasing number competing for a limited number of entrance level jobs, those with the greatest education are hired first.

## Improved Education a Must

The problems of education in Newark and its Model Neighborhood mirror those which are common in most American cities today. A city without sufficient operating funds and with a large stock of dilapidated and overcrowded school buildings has great difficulty in meeting the educational needs of a rapidly changing, socially and economically handicapped population.

In a state which has traditionally devoted only minimal fiscal resources to urban needs, Newark has been forced to rely mainly on its own dwindling resources and they have proved insufficient for the job.

The Education Task Force has strived to view as a whole the educational needs and resources of the Model Neighborhood. Yet its focus has turned increasingly toward the city-wide school system as the pivot on which neighborhood improvements must turn. The public schools, which should be the beginning but are too often the end of educational achievement, must become more effective if educational opportunities are to be relevant to the Model Neighborhood population.

Newark is faced with three overwhelming problems: restructuring educational programs to produce relevance; reorienting the attitudes of educators and pupils to the point at which quality education is possible; and rebuilding overaged and inefficient school facilities. Although innovation has not been lacking, the capability for broad-based improvement has. The reorientation of existing programs, and the design of new educational inputs for all age groups in the Model Neighborhood offer an opportunity to demonstrate that the barrier of inadequate education confronting our citizens can be dissolved.

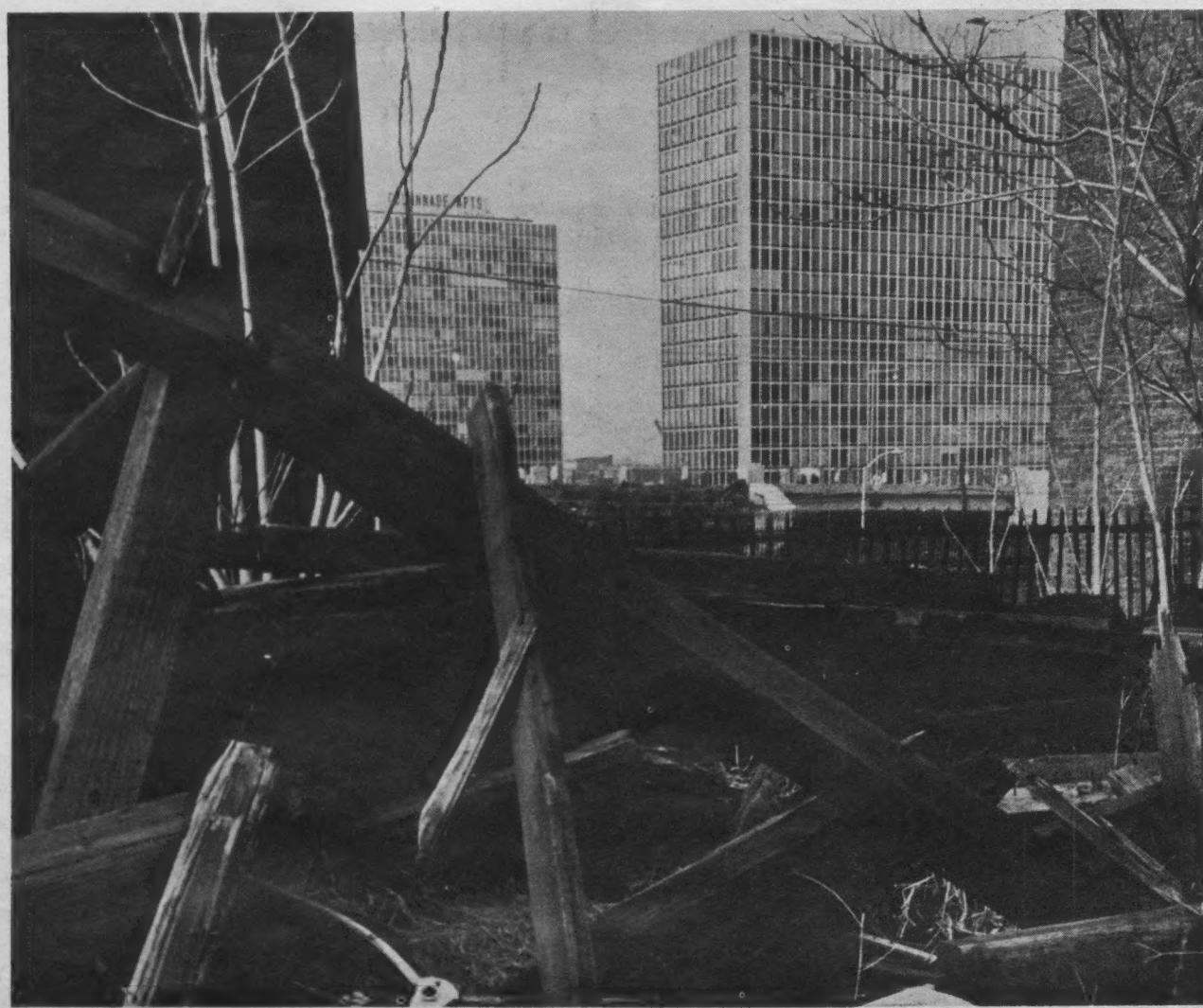
It must be recognized, however, that to be fully effective, the Model Cities program must succeed in stimulating change beyond the confines of Newark. Public and private educational institutions, state and county government, and business and industry must all respond and demonstrate a dedication to the needs of Model Neighborhood residents.

The major program envisioned — costing \$750,000 — is called "The Model Schools Program," affecting Camden Street, Fifteenth Avenue, Franklin, McKinley and the South 8th Street Schools in the first year.

This project is a novel attempt to significantly improve the quality of elementary schools serving approximately 8,000 students in those five Model Neighborhood elementary schools, and to develop flexible educational approaches which can be applied to additional schools during later years of the Model Cities program.

### ABANDONED?

Are there houses and cars abandoned on your block? The houses should be rehabilitated or torn down, the cars removed. Model Cities will try to help. Call 482-0053. If you don't get through, call 622-2970.



The old and the new . . . step-by-step renewal with adequate relocation and advance construction is foreseen in Model Cities.

## Neighborhood Improvement Goals Demonstrate High Citizens Hopes

The goals and program approaches set by citizens on the Neighborhood Improvement Task Force are typical of the wide scope and high hopes in the target area. Here is how the Task Force listed program approaches:

1. Demolish dilapidated and seriously deteriorated structures approximately 1,000 (14% of the total number of present structures) in all, from heavier concentrations in the southeast to spot clearance to the west and north.

2. Rehabilitate and conserve all remaining structures, public and private, through vigorous enforcement of codes and the provision of available and new financial inducements.

3. Fill in existing vacant land and replace demolished structures with facilities which are immediately needed for housing, shopping, employment and business ownership, education, recreation and open space, entertainment, social services, and community activities. (For details, see all other components.)

4. Apply systems analysis to the determination of the relative benefits of each type of land use; rezone and design accordingly to eliminate irrelevant uses and provide the needed complement and diversity of facilities for:

a) the entire Model Neighborhood, with emphasis on large-scale facilities, such as shopping centers, the educational complex, regional parks, etc.

b) sub-areas of the Model Neighborhood, with emphasis on the clustering of neighborhood facilities for living, shopping, recreation, etc. and

c) individual structures, with emphasis on

full-time use of multiple-purpose structures and complexes, as in the provision of educational facilities in housing structures, the full-time use of multi-purpose community centers, and the location of neighborhood parks and other open space adjacent to facilities for housing, shopping, social services, etc.

5. Improve planning procedures so as to minimize and focalize massive construction and to make advantageous use of major breakpoints, such as freeways, major arteries, massive structures, etc., by using such projects as focal points or, as in the case of using air rights for housing and other facilities, as facades for useable and relevant development.

6. Enact code changes and provide other incentives which will consider not only factors of health and safety but also those of aesthetics; and which will provide for new design and construction methods, encouraging a variety of materials which are less likely to deteriorate or which can be readily replaced on a unit basis.

7. Add at least 100 acres for recreation and other open-space use, providing approximately half of this acreage in public facilities, the other half in private or nonprofit development.

### HEARD ANY GOOD RUMORS LATELY?

Rumors cause needless community problems. For help in getting the facts, call the Night Mayor's Office, 643-6300. There will be somebody there to help you, 4:00 PM - 2:00 AM weekdays, 24 hours on weekends.

## National Director States His View on Model Cities

Floyd H. Hyde is the Assistant Secretary for Model Cities and Governmental Relations in charge of Model Cities for the U. S. Department of Housing and Urban Development.

He recently told the U. S. Conference of Mayors meeting in Pittsburgh, Pennsylvania, that in the Model Cities program, projects and activities should be operated by existing public and private institutions whenever possible. In this way, Model Cities may best achieve its prime objectives: making appropriate changes in existing institutions, improving the delivery of services and strengthening local government. Given the broad mandate and responsibilities of the Model Cities program, the role of the mayor becomes crucial. In most cases, only the chief executive of the locality has the power and authority to pull together the diverse elements needed to carry out the program.

In his speech, Hyde said: "The concept of government, or the act of governing, means far more than our casual usage of the term would suggest. According to Webster, to govern "implies the aim of keeping in a straight course or smooth operation for the good of the individual and the whole."

Traditionally, Federal programs have not contributed significantly to the ability of local government to carry out this function. Rather, Federal administrative policies and legislation have frequently undercut the role and authority of the local chief executive and literally made it impossible for a mayor in fact to govern.

A new Federal program has generally brought with it a new local constituent agency—a new money channel which bypasses the local chief executive, resulting in a network of professional bureaucracies, each with its own particular mandate and authority. Whatever their good intentions, a single purpose agency cannot assume the responsibility of governing in the broadest sense.

On the other hand, the mayor, left with little more than housekeeping duties, theoretically remains responsible for the city government. Without control over such vital functions as education, health and manpower programs, he is constantly frustrated in his attempts to govern.

In the search for efficiency, we have somehow lost sight of the need for effectiveness. In a real sense, we have sacrificed the ability to govern effectively.

The time to take stock of the system and make improvements is long overdue. I am convinced that the Federal Government has a responsibility to modify its system and make it more responsive to the needs of the cities, and thus to its people. In my mind a vital step toward this goal is strengthening the ability of the local chief executive to govern, and the Model Cities program provides an excellent mechanism for achieving this aim.

The Model Cities program starts from the premise that long-range solutions to the problems of urban areas will come only by changing and improving existing systems—local, State and Federal. The band-aid approach of a program for every problem has not worked.

# Neighborhood / News Briefs of Note

## First Survey Underway, Pick Renewal Areas

Under Newark's first annual Neighborhood Development Plan, three Model Neighborhood areas are being surveyed to determine precise improvement and development needs. The three areas were selected on the basis of obvious need in terms of evident existing conditions, as agreed to by the Model Neighborhood Council and the Community Development Administration.

The three areas being surveyed are: Area A, bounded by Park Avenue, Bloomfield Avenue, Broadway, Seventh Avenue, Clifton Avenue and Parker Street; Area B, bounded by South Orange Avenue, Jones Street, Springfield Avenue and Bergen Street; and Area C, bounded by Sixteenth Avenue, South Seventh Street, Jacob Street and Springfield Avenue.

The planning surveys being conducted in these areas are not designed to get Model Neighborhood residents to sell their properties or move. The purpose of the surveys, really, is to collect needed statistical information to improve the planning process. The Model Cities program will be in operation for at least five years, and what will be done in any area or on any block will be carefully planned and carried out during that time.

There is, of course the possibility that some properties eventually will need to be purchased and that some people will have to move. But residents of the three survey areas, and of the Model Neighborhood generally, should bear in mind that—

- No urban renewal or similar action can or will be taken until the elected Model Neighborhood Council decides to take such action, and until formal public hearings are held.

- No properties can or will be purchased and no occupants can or will be asked to move until attractive and economical housing and community facilities have been provided. One of the reasons for conducting the planning surveys in several large areas of the Model Neighborhood is to be able to provide new housing and community facilities, largely on vacant land, in the same areas where people now live and work.

- Urban renewal is more than clearance and rebuilding. While Newark's Model Cities program calls for the construction of 5,000 new



housing units, it also provides for rehabilitation of 5,000 existing housing units and conservation of 10,000 units.

- Model Cities is more than urban renewal. The Model Neighborhood Council has developed programs not only in urban renewal but also in city services, transportation, recreation, employment, education, health, public safety, legal rights and justice, welfare, social services, day care, and narcotics. The job now is to determine the locations where these programs are needed.

Persons having questions about current planning surveys in the three Model Neighborhood areas should telephone 482-0053.

## Heart Exams For Free

Residents of Newark will receive painless, free heart check-ups taking only a few minutes to complete at mobile trailer locations during the next two weeks.

Sponsored by the New Jersey Regional Medical Program for heart disease, cancer and stroke, the project is designed to help people while finding out how well existing medical services meet the needs of heart patients in Newark. Persons with problems uncovered by the team will be referred for appropriate medical attention.

The trailers will be open from 10:00 A.M. to 4:00 P.M. Monday through Friday and will be located at South 7th St. and 12th Avenue on August 13, 14, and 15; Christopher Columbus Homes on August 18 and 19; and South 13th Street and 15th Avenue on August 20 and 21.

According to Alvin A. Florin, M.D., NJRMP Coordinator, the check-up is an important first step to good health. In most cases small problems can be easily corrected. If they are not treated, they may become threats to life. Dr. Florin also stressed that it was important for both children and adults to have the heart check-up.

### INSURANCE PROBLEMS?

No one in the Model Neighborhood need fear losing insurance coverage on his house or business. Newark's Office of Economic Development has been extremely successful in preventing companies from canceling or suspending coverage in cases where there are no code violations on the property itself. Violations on properties other than your own will not cause you to lose your protection. For information, or for help with property insurance problems, call the Office of Economic Development at City Hall, 643-6300.

## Family Planning Aid Available in Target Area

The New Jersey College of Medicine and Dentistry has received from the U.S. Department of Health, Education and Welfare a grant for family planning in the City of Newark. Under the grant, four centers have been established to offer comprehensive family services to anyone who cannot afford to pay. The Family Planning centers will be located at Martland Unit of the Medical College, Newark Beth Israel Medical Center, Planned Parenthood-Essex County and United Hospitals of Newark.

This is a voluntary health program which will enable all women to receive family planning information, education and service. A basic examination including blood pressure, urinalysis, weight, cancer detection and blood tests are all part of the program. This is an opportunity for all women to have their children when they want them.

If you are interested in securing a speaker for a meeting of your group, please call Miss Mary Edmond, Assistant Project Director, at 642-0640. She will be happy to arrange for a speaker to appear at your earliest convenience to outline the program in detail.

## CDA Staff Can Help

Stationed throughout the Model Neighborhood are sixteen staff members who live in or near the Model Neighborhood and are available to answer your questions about Model Cities and put you in touch with new programs as they are developed.

Drop in and see staff if you have a question, or give them a call. You may not always find them in because in addition to serving you directly they are responsible for carrying out all field surveys required for Model Cities planning and programs. You've probably seen them in the field from time to time.

You'll find help and information about Model Cities at:

TEAM Center 1, 364 Springfield Avenue (Second Floor), 824-1717. District Organizers—Hickman L. Holmes, William James Jr.; Community Resource Trainees—Evelyn Cunningham, Dennis Garretson, Princess McGugan, Kenneth Scott, Dolores Williams.

TEAM Center 2, 37 Broadway, 482-6008. District Organizer—Miguel E. Rodriguez; Community Resource Trainees—Yvonne Fields, Felix Rivera, Mattie Wright.

Area Board 7, 566 Orange Street (Second Floor), 482-0053. District Organizer—Anthony M. Malba Jr.; Community Resource Trainees—Lois G. Furlow, Louise Jarrett, Bertha Simon, Randolph Troutman.